

**LOWELL CITY COUNCIL
REGULAR MEETING
TUESDAY FEBRUARY 9, 2010
TIME 6:30 PM**

Citation-To Firefighter Timothy Downes.
Awards-Winterfest Winners.

CITY CLERK

1. Minutes of February 2nd for acceptance.

PUBLIC HEARINGS (Scheduled for 7PM).

2. Vote-Accepting Section 18A of Chapter 32B Medicare Extension Plan.
3. Pole Loc.-1 pole Dutton St. & Conduit in Charles St.

CITY MANAGER

4. Communication-From Manager, responses to Council Motions/Requests.
5. Communication-From Manager, resignation of Sheila Hallissy as Library Trustee.
6. Ordinance-Create position (data management analyst) City Manager's Office.

REPORTS (Sub/Committee, if any)

PETITIONS

7. **Claims-**1 claim property damage

MOTIONS

8. C. Mercier-Req. Mgr. have MIS make more forms available for better access to depts..
9. C. Mercier-Req. Mgr. establish creative plan to get crosswalks painted.
10. C. Caulfield-Req. Mgr. have State address depression in VFW Hghy @ Beaver Brook.
11. C. Caulfield-Req. Mgr. have proper dept install Reduce Speed Signs on VFW Hghy heading toward University.
12. C. Murphy-Req. Mgr. adopt fuel-efficient city fleet purchasing policy in accordance w/Mass Green Communities Act.
13. C. Mendonca-Req. Mgr. prepare inventory of state owned property & amount of tax realized if held privately.
14. C. Mendonca-Req. Mgr. have proper dept. investigate/report on feasibility of licensing/permitting keeping of animals etc.



**CITY COUNCIL
ENVIRONMENTAL/RECYCLING ISSUES
SUB/COMMITTEE WILL MEET ON
TUESDAY FEBRUARY 9, 2010 AT 5:30 PM IN
THE COUNCIL CHAMBER, CITY HALL**

**RE: C. Murphy motion: City-Wide
Sustainability Plan**

The Public is invited to attend

Environmental/Recycling Issues S/C

C. Murphy, Chairman

C. Broderick, Member

C. Martin, Jr., Member

**IN CITY COUNCIL
REGULAR MEETING
TUESDAY FEBRUARY 2, 2010
TIME 6:32PM**

Roll call showed 9 present

Mayor Milinazzo presiding

Prior to the beginning of the meeting, a Moment of Silence, in a darkened chamber, was observed for Dorothy Tsapatsaris, wife of Former School Superintendent George Tsapatsaris and all of those who have passed away since the last City Council Meeting.

CITY CLERK

Minutes of January 26th for acceptance. In Council, Read, accepted and placed on file by motion of C. Elliott, seconded by C. Broderick. So voted.

PUBLIC HEARINGS (Scheduled for 7PM)

Order of Taking-Acceptance and Taking of Bernier Street Extension. In Council, Given 2nd reading and hearing held. No Remonstrants. Hearing closed. Adopted on roll call vote 9 yeas. So voted.

CITY MANAGER

Communication-From City Manager, responses to Council Motions/Requests. In Council, accepted and placed on file. So voted.

While on the Communications, C. Elliot moved, seconded by C. Mendonca "To refer the communication relative to the Meals Tax to the Finance Sub/Committee for a report and recommendation. So voted.

C. Descoteaux moved, seconded by C. Broderick "To refer the communication relative to Marketing to the Marketing Sub/Committee for a report and recommendation. So voted.

C. Mercier then moved, seconded by C. Descoteaux "To Suspend the Rules in order to introduce a motion". So voted.

BY C. MERCIER, seconded by C. Descoteaux

"To request the City Manager to work with D'Youville Manor relative to the dangerous situation of persons leaving the roadway in the vicinity of 933 Varnum Avenue and the overgrown trees/shrubbery". In Council, Referred to the City Manager. So voted.

Communication-From City Manager requesting approval of Out of State Travel. In Council, Read and approved on roll call vote 9 yeas. So voted.

Re-Appointments to the Lowell Historic Board. In Council, Read and approved on roll call vote 9 yeas. So voted.

Loan Order-To borrow \$400,000 to acquire streetlights, poles and equipment. In Council, Given 1st reading and hearing ordered for 7PM on February 23rd. So voted.

Order-60 Day Trial, Traffic Regulations, various locations. In Council, Read twice and adopted 9 yeas. So voted.

Vote-Appropriation Transfer-\$6,000, Health Department. In Council, Read twice and adopted 9 yeas. So voted.

REPORTS

C. Caulfield, Chairman of the Neighborhood Sub/Committee said they met this evening relative to the planning process of the Hamilton Canal Project. C. Caulfield said Consulting Firm made a presentation to the Sub/Committee outlining the planning process and explaining, in detail, the inclusion of the various neighborhoods, which will surround the project. C. Caulfield said the meeting was productive and very informative and that the Committee agreed that the involvement of the various neighborhood interests, would be very instrumental in the success of the project. C. Caulfield said the Committee would continue to meet and would be reporting back to the Council at that time.

Adopted as a report of progress on motion of C. Broderick, seconded by C. Descoteaux. So voted.

PETITIONS

Misc.-Acre Laundromat 63 Fletcher Street request 15 Minute Parking. In Council, Read and referred to the Traffic Engineer. So voted.

MOTIONS

BY C. CAULFELD, seconded by C. Mercier

“Request the City Manager to secure funding in the Fiscal 2011 City Budget for the repainting and painting of crosswalks, Also to explore the feasibility of a more permanent type on marking for crosswalks”. In Council, Referred to the City Manager. So voted.

BY C. CAULFIELD, seconded by C. Elliott

“Request the City Manager to have the proper department install speed limit signs on Swan Street”. In Council, Referred to the City Manager. So voted.

BY C. MERCIER, seconded by C. Martin

“Request the City Manager have the proper department structure a parking plan for the Early Garage in anticipation of the Registry of Motor Vehicles”. In Council, Referred to the City Manager. So voted.

BY C. MERCIER, seconded by C. Broderick

“Request the City Manager have the proper vote for a 60 Day Trial, Handicap Parking Sign 4 Davis Terrace”. In Council, Referred to the City Manager. So voted.

BY C. ELLIOTT, seconded by C. Mendonca

"Request the City Manager to have the proper department re-stripe the lines on University Avenue at the VFW Highway". In Council, Referred to the City Manager. So voted.

BY C. ELLIOTT, seconded by C. Martin

"Request the City Manager to have the proper department relocate the signs on Glenellyn Road from one side to the other". In Council, Referred to the City Manager. So voted.

BY C. MURPHY, seconded by C. Mercier

"Request the City Manager and the DPD develop maintenance plans for the new and renewed public works projects prior to their approval". In Council, Referred to the City Manager. So voted.

BY C. BRODERICK, seconded by C. Caulfield

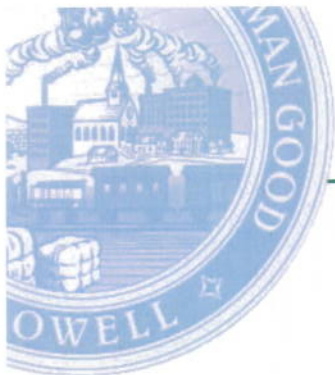
"Request the City Manager to update the Council on the Tanner Street Re-development Project". In Council, Referred to the City Manager. So voted.

At 7:55PM, C. Mericer moved, seconded by C. Elliott "To Adjourn". So voted.

Adjourned



Richard C. Johnson
City Clerk



Adam Baacke
Assistant City Manager/Director

Anne Barton
Deputy Director

MEMORANDUM

TO: Bernard F. Lynch, City Manager

FROM: Adam Baacke, Assistant City Manager/DPD Director

SUBJECT: VERBAL REQUEST OF 2/2/10 BY COUNCILOR PATRICK MURPHY
IN PREPARATION OF THE ENVIRONMENTAL SUBCOMMITTEE, COUNCILOR
MURPHY HAS REQUESTED THE GREEN COMMUNITIES REQUIREMENTS BE
PROVIDED

In regards to the above verbal request please find attached information on the Green Communities Grant and Loan program that provides municipalities that achieve "Green Community" status with grants and loans to assist in implementing energy efficiency and renewal energy projects, or pursue other innovative projects that advance efforts to reduce fossil fuel energy consumption.

Also, please find attached a summary of the analysis conducted to develop a Greenhouse Gas (GHG) inventory for citywide operations and separately for municipal operations.

AB/ns
Attachment
cc: Aaron Clausen, Associate Planner

Green Communities Grant and Loan Program

The Green Communities Grant and Loan program provides municipalities that achieve "Green Community" status with grants and loans to assist in implementing energy efficiency and renewable energy projects, or pursue other innovative projects that advance efforts to reduce fossil fuel energy consumption. To achieve "Green Community" status the Department of Energy Resources (DOER) has established five (5) criteria that must be met by the municipality, including:

1. Provide for the as-of-right siting of renewable or alternative energy generating facilities, renewable or alternative energy research and development (R&D) facilities, or renewable or alternative energy manufacturing facilities in designated locations.
2. Adopt an expedited application and permitting process under which these energy facilities may be sited within the municipality and which shall not exceed 1 year from the date of initial application to the date of final approval.
3. Establish an energy use baseline inventory for municipal buildings, vehicles, street and traffic lighting, and put in place a comprehensive program designed to reduce this baseline by 20 percent within 5 years of initial participation in the program.
4. Purchase only fuel-efficient vehicles for municipal use whenever such vehicles are commercially available and practicable.
5. Require all new residential construction over 3,000 square feet and all new commercial and industrial real estate construction to minimize, to the extent feasible, the life-cycle cost of the facility by utilizing energy efficiency, water conservation and other renewable or alternative energy technologies. Cities and towns can meet this requirement by adopting the new BBRs Stretch Code, the new appendix to the MA State Building Code.

Communities that achieve Green Community status gain access to up to \$1 million annually to implement energy efficiency and renewable energy projects and programming. The Green Community application process opens January 22, 2010 on a rolling basis. Only those communities which attain Green Community certification before May 14, 2010 will be eligible for funding in the FY10 grant round.

City of Lowell Greenhouse Gas Inventory

Following is a summary of the analysis conducted to develop a Greenhouse Gas (GHG) inventory for citywide operations and separately for municipal operations. Development of a GHG Inventory provides a baseline from which GHG emissions can be forecasted based on business-as-usual conditions, and alternatively to forecast emissions based on the implementation of emission reduction measures. The inventory represents the first milestone of the five-step planning process adapted from the International Council on Local Environmental Issues (ICLEI) for creating a comprehensive Climate Action Plan (CAP). The following are the five milestones for completing the CAP:

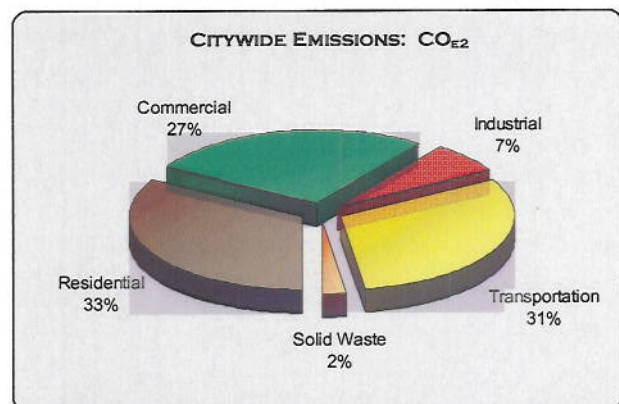
1. Conducting a baseline emissions inventory (GHG Inventory);
2. Forecast emissions and set target reduction;
3. Developing an action plan to meet the target;
4. Implementing actions in the plan; and
5. Monitoring and verifying emissions reduction progress.

Lowell Green House Gas Inventory

The City of Lowell greenhouse gas (GHG) emissions analysis was conducted in 2009 in order to establish a baseline level of GHG emissions. 2008 was selected as the baseline year as it was the most recent year for which a comprehensive data set could be culled for both Municipal and Citywide energy use. As noted, the inventory will serve as a reference against which the City's can forecast future emissions under various conditions. It will also serve as the basis for developing target emission reductions and a baseline with which progress will be measured. The analysis also identifies which sectors in Lowell that produce the greatest amount of GHG emissions thereby assisting City officials in crafting a strategy that will most effectively reduce emissions.

Citywide Emissions

The total amount of greenhouse gas emissions (measured as Carbon Dioxide equivalent; CO₂e) for the City of Lowell was calculated to be about 1.006 million tons of CO₂e in 2008. This is roughly 9.6 tons of CO₂e per person in Lowell. These emissions values are comparable to several other Massachusetts cities that have completed GHG analyses using ICLEI's Cities for Climate Protection (CCP) program. Residential buildings are the single greatest contributor of emissions generating over 335,000 tons of CO₂e, a third of the City's total emissions.

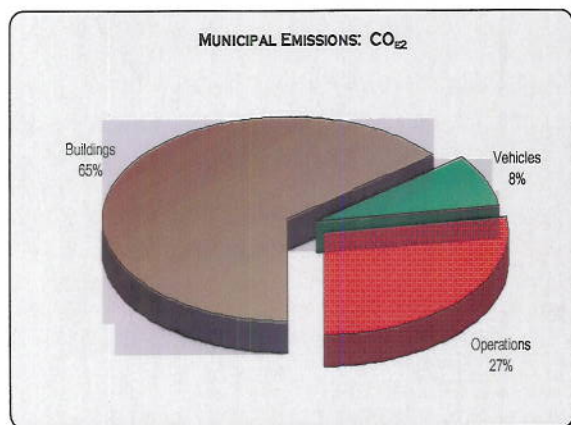


Transportation accounted for the second largest amount of GHG emissions with 310,071 tons of CO₂e. Commercial and Industrial buildings contributed 269,397 and 69,652 tons of CO₂e, a combined 34% of total emissions. Solid waste disposal was responsible for 21,841 tons of total emissions¹.

Municipal Inventory

Municipal emissions analysis is to be viewed as a separate inventory than citywide analysis to prevent “double counting” CO₂e emissions already reported in the citywide emissions analysis. For example, municipal buildings are already accounted for in the commercial building sector of the citywide analysis. The purpose of conducting an analysis for municipal operations in conjunction with citywide emissions is to provide more detailed analysis thereby providing greater insight into where the best opportunities for GHG emissions reduction, and cost savings exist for municipal government.

Municipal buildings account for the greatest proportion of GHG emissions, generating 23,769 tons of CO₂e in 2008. It should be noted that 72% of municipal building emissions are from school buildings, the second closest department being City Administration buildings; these include City Hall, and the JFK Civic Center among a number of other City Buildings.



The second most impactful category is City Operations, which include Water and Wastewater Utilities², street lights, and traffic lights. Solid waste emissions were not estimated in the municipal analysis as data is not kept related to waste disposal and the recycling rate in municipal buildings. That said, municipal buildings are served by the Municipal Solid Waste program and therefore are counted in the citywide emissions inventory. These operations emit 10,065 tons of CO₂e. Municipal vehicle fleets also contributed significant CO₂ emissions. Energy used to

power municipal vehicle fleets contributed approximately 3,000 tons of CO₂ equivalent; a much smaller proportion when compared to citywide transportation emissions. Fleet emissions do not take into account employee commute trips, or business related trips by employees not utilizing fleet vehicles; these emissions are estimated with citywide emissions analysis.

¹ Emissions included in the Solid Waste analysis accounts only for emissions generated from waste incineration. It does not include emissions generated from transporting waste to incinerators.

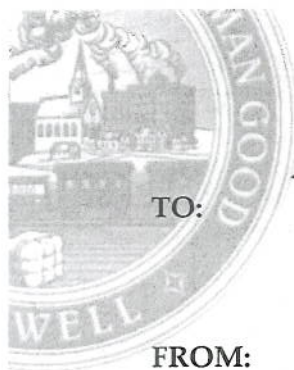
² The Wastewater total only includes electricity and natural gas use for distributing, processing, and dispensing wastewater but does not include emissions caused by waste sludge.

Green House Gas Inventory: Citywide Emissions

		Residential	Commercial	Industrial	Building Totals	Transportation	Waste	Solid Waste	TOTALS
Electricity	Energy Use (MMBtu)	813,346	1,306,716	388,137			City Program	N/A	
	Equiv. CO ₂ (tons)	111,382	178,947	53,153			Residential 4+	9,036	
Natural Gas	Energy Use (MMBtu)	2,449,681	1,253,619	256,369				N/A	
	Equiv. CO ₂ (tons)	143,646	73,510	15,009				2,417	
Oil	Energy Use (MMBtu)	988,193	208,894	18,407					
	Equiv. CO ₂ (tons)	80,136	16,940	1,489					
Gasoline	Energy Use (MMBtu)	-	-	-			Commercial	N/A	
	Equiv. CO ₂ (tons)	-	-	-				10,389	
Diesel	Energy Use (MMBtu)	-	-	-			Landfill	N/A	
	Equiv. CO ₂ (tons)	-	-	-				357	
Total	Energy Use (MMBtu)	4,251,220	2,769,229	662,913	7,683,363	3,877,761		N/A	
	Equiv. CO ₂ (tons)	335,164	269,397	69,651	674,212	310,074		22,199	1,006,485

Green House Gas Inventory: Municipal Emissions

	Energy (MMBtu)	Equiv. CO ₂ Production (tons)	Percentage
Buildings	272,239	24,168	65%
Vehicles	37,223	2,986	8%
Operations	78,300	10,065	27%
Total	387,762	37,219	100%



TO: Mayor James Milinazzo
And
Members of the Lowell City Council

Bernard F. Lynch
City Manager

FROM: Bernard F. Lynch, City Manager

DATE: February 5, 2010

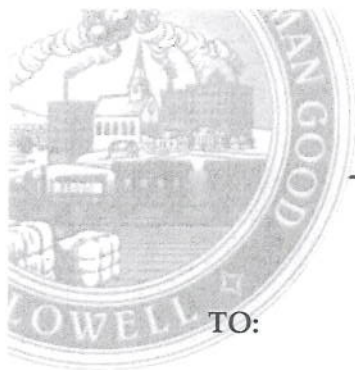
SUBJECT: HAMILTON CANAL DISTRICT UPDATE

Since the last formal update to the Council, significant progress continues on the Hamilton Canal District project. Some highlights from the DPD are outlined below:

- Trinity has closed on the financing for the first phase of the project including a \$42 million equity investment by Met Life.
- Trinity began construction of the first phase, the renovation of the Appleton Mills. That project is now slightly ahead of schedule and is expected to be ready for occupancy in April 2011.
- Trinity has begun design work and financing for the next phase which will include the conversion of the Freudenberg building to commercial office space and the construction of two new residential buildings on the north side of the Appleton Millyard.
- Trinity has also engaged a contractor to construct the on-site infrastructure which will serve the parcels noted above as well as four others.
- The City will be opening bids next week for improvements to the Lord Overpass and the pedestrian connection between the Gallagher Terminal and the Hamilton Canal District. This project will be funded by grants from the Commonwealth of Massachusetts.
- The City will soon be issuing bid documents for improvements to Jackson Street and the construction of the Hamilton Canalway from Marston Street to Revere Street. This work was funded through a combination of state and federal grant funds.
- In the Spring, MassHighway will begin construction of the Hamilton Canalway from Revere Street, across the historic railroad trestle bridge to meet the existing Merrimack Canalway near the swamp locks.
- The Massachusetts Division of Capital Asset Management, in partnership with the City, has completed the demolition of all buildings to prepare the site of the future Lowell Trial Court and an adjacent 100,000 square foot commercial office building to be developed by Trinity.
- The City has paid off the \$3 million Section 108 loan used to finance a portion of the land assembly for the Hamilton Canal District in full. All payments were made from the proceeds of land sales and grant funds.

The DPD would welcome the opportunity to meet again with the Economic Development Subcommittee of the Lowell City Council to discuss the progress of the project in greater detail. We can also arrange for representatives from Trinity to attend this meeting if desired.

cc: Adam Baacke, Director, DPD
James Errickson, Urban Renewal Project Manager



Bernard F. Lynch
City Manager

TO: Mayor James Milinazzo
And
Members of the Lowell City Council

FROM: Bernard F. Lynch, *City Manager*

DATE: February 4, 2010

SUBJECT: COUNCIL MOTION OF 1/05/10 BY COUNCILOR JOSEPH MENDONCA
"REQUEST THAT THE MANAGER REPORT ON THE STATUS OF
INSPECTIONAL SERVICES AND ANY INVESTIGATIONS OR
RESTRUCTURING THERE-OF"

The purpose of this memo is to provide a report of progress relative to the above-mentioned motion regarding the Inspectional Services Department.

The operation of all of our permitting and code enforcement departments has been a matter of concern during my tenure as City Manager. This concern has been several fold:

- The effectiveness in aggressively enforcing compliance with all relevant codes and ordinances to insure public safety as well as the aesthetic quality of our neighborhoods and commercial areas.
- Clarity of process for both residential and commercial permitting
 - A clearly defined process and timeline for streamlined and timely permitting
 - Interdepartmental coordination among the applicable departments
- Maximization of available revenue
- Confidence of citizenry in the integrity of the department

It was my expectation that a change of departmental leadership in 2007 would result in the aforementioned concerns being addressed through the establishment of new systems and internal procedures, improved communication between related City departments and greater management oversight. Some progress was made in these areas including the procurement of new permitting software. However, certain events of the past year and increased internal and external scrutiny of the department including the review of performance metrics, internal assessment of procedures and systems and well documented and publicized cases of lax inter-departmental coordination and inappropriate employee behavior has expanded the scope of the assessment. While most of the evaluation of the departmental operation has been internal we also initiated and cooperated with outside agencies for additional perspective on areas for improvement and to specifically investigate potential wrongdoing.

As a result of these measures it had become clear that a more extensive operational evaluation was needed to identify the means by which improvements could be made in order to address the previously identified concerns which in retrospect appear to be understated. As a result an effort was commenced last summer to evaluate organizational structure and departmental operations. It was initially conceived that this process would be overseen by the Assistant to the City Manager (AtCM) in conjunction with the City Solicitor, both of whom were involved in initial inquiries of the department. It was anticipated that a citizens task force would assist in this effort. Unfortunately, the effort was initially delayed by budget issues that required the attention of the identified City staff and subsequently by the vacancy of the AtCM position. Subsequently, the review process was further delayed by the need to provide assistance to the outside agencies in the form of providing large numbers of records and also interviews involving City staff members. The bulk of that outside agency work was completed by the late fall though requests for additional documents and information continues.

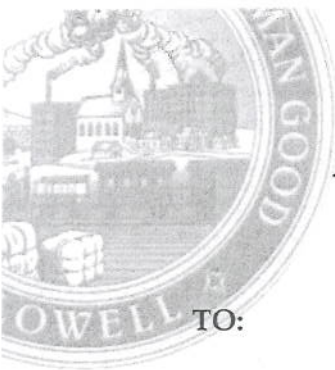
However, the bulk of the outside work is now complete and preliminary areas have been identified as a result of the internal reviews and through cooperation with the outside agencies. The next steps to affect change within the Inspectional Services department have been modified to move without utilization of the citizens task force though certain institutional members will be included in efforts to reorganize and improve operations. The following actions have or will be taken to improve the inspectional services operation:

- By mutual agreement the Building Commissioner is no longer employed by the City.
- Departmental management has been shifted to an interim Director of Inspectional Services. Rosemary Cashman, most recently the Town Administrator of Tyngsborough has been hired for three months.
- Senior Inspector David St. Hilaire has been appointed as interim Building Commissioner reporting to the Interim Director.
- Ms. Cashman will provide day to day oversight of the Department of Inspectional Services supervising and directing staff and managing the issues that arise. In addition she will serve as the point of contact for my office on all matters involving Inspectional Services. Examples to date include the Appleton Mill wall collapse, the Lakeview Ave truck accident and numerous smaller matters.
- In addition to the management of daily operations Ms. Cashman will be implementing, or recommending the implementation of, new systems and procedures to address concerns of departmental effectiveness, interdepartmental coordination, full capture of revenue and departmental integrity. Such procedures are likely to include full implementation of the permitting software which will improve data collection on departmental performance, oversight of staff activities, and financial controls. On this latter point, a new system is also needed for internal control of departmental fees and collections.
- Beyond the improved systems and procedures Ms. Cashman will assist in evaluating staff and provide recommendations on a reorganization plan with a goal of

increasing effectiveness and interdepartmental coordination and hopefully cost efficiency.

- Ms. Cashman will be working with me and an internal task force that will include the City Solicitor, Assistant to the City Manager, Chief Information Officer, DPD Director, and Chief Financial Officer. It is also expected that this effort will involve the DPW Director, HR Manager, Fire Chief and Police Superintendent on an as needed basis. This Task Force is intended to provide guidance and support to the above described activities.
- It is anticipated that a new department head will be recruited and hired by the beginning of April. At this time the attributes to be sought from that individual are not fully established pending the completion of the review and reorganization work that is underway. It is expected that Ms. Cashman will assist in this hiring process.

As previously described this memo is intended to be a report of progress on the voted motion of the City Council. I anticipate further reports on this matter over the next several months.



Bernard F. Lynch
City Manager

TO: Mayor James Milinazzo
And
Members of the Lowell City Council

FROM: Bernard F. Lynch, City Manager

DATE: February 4, 2010

SUBJECT: COUNCIL MOTION OF 1/19/10 BY COUNCILOR ELLIOTT
"REQUEST THE MANAGER DETERMINE THE FEASIBILITY OF
INSTALLING LIGHTS AT CITY DOG PARK"

In response to the motion regarding the feasibility of providing lighting at the Dog Park there are a number of issues to consider. To summarize:

- A proposed License Agreement between Lowell Unleashed and the City where Lowell Unleashed would assume management of the park is awaiting action in the spring.
- The park falls under the jurisdiction of the Board of Parks and therefore subject to the park ordinances which include limits on the hours of operation with a few exceptions to one hour before sunrise and one hour after sunset. The applicable ordinance is attached.
- The original plans did not include provisions for lighting the park in fact there was no electrical service at the location.
- There are no funds presently available to support the installation of electrical service, installation of light poles, lights and timers which could reach approximately \$8,000 plus the additional cost of electrical usage and future maintenance
- Solar options were explored with no good, consistent alternative identified.

With these points in mind, I am not able to move forward to install lights at this time. Please contact me with any questions in this regard.

§ 214-2 **Hours of operation designated.**

A.

It shall be unlawful for any person, adult or minor, to remain, idle, wander, stroll or play in any common, park or playground, either on foot, bicycle or any kind of vehicle, of the City, as follows:

(1)

All commons, parks and playgrounds under the direct control of the City and/or regulatory control of the Board of Parks, between the hours of one hour after sunset and one hour before sunrise. Exceptions to the provisions of this Subsection A(1) shall be:

[Amended 7-14-1998]

(a)

Commons, parks and playgrounds under the regulatory control of the Board of Parks of the City between the hours of 10:00 p.m. and 5:00 a.m. from April 1 to November 1 of each year, with the exception of Alumni Field and Cawley Stadium and Harry Allen and Bartlett Fields.

(b)

Those lighted recreational areas within the commons, parks, and playgrounds under the direct control of the City and/or under the regulatory control of the Board of Parks of the City between the hours of 10:00 p.m. and 5:00 a.m. from April 1 to November 1 of each year, with the exception of Alumni Field and Cawley Stadium and Harry Allen and Bartlett Fields.

(2)

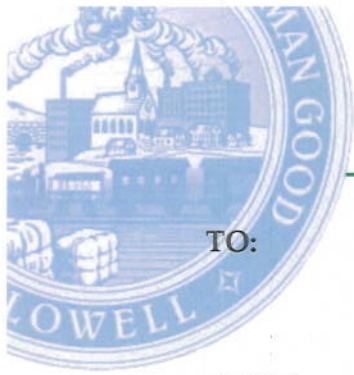
Commons and parks under the control of the School Department, between the hours of one hour after sunset and one hour before sunrise.

(3)

Playgrounds or schoolyards under the control of the School Department, those off-limits hours set and posted by the School Department.

B.

All public places, roads, streets, ways and sidewalks abutting any of the above-mentioned commons, parks and playgrounds shall, during the above-mentioned curfew hours, be utilized for the purpose of travel, and it shall be unlawful for any person to remain idle, loiter or conduct himself in any form of recreation.



Bernard F. Lynch
City Manager

TO: Mayor James Milinazzo
And
Members of the Lowell City Council

FROM: Bernard F. Lynch, City Manager

DATE: February 5, 2010

SUBJECT: COUNCIL MOTION OF 1/12/10 BY COUNCILOR PATRICK MURPHY
"REQUEST THAT THE MANAGER REPORT ON THE POTENTIAL FOR
IMPLEMENTING A VARIANT ON THE COST SAVING CITISTAT
MODEL PROGRAM IN THE CITY OF LOWELL"

In response to the above-mentioned City Council motion I have prepared this memo that outlines how a Citistat-like program could be implemented within Lowell. I have also attached a report entitled "*CitiStat: A Management Tool for Accountability, Efficiency and Results*" prepared by Keith Vaillancourt, a graduate intern from the UMass Lowell Regional Economic and Social Development program who is currently working in the City Manager's Office. The purpose of this report is to outline the history and utilization of a statistics oriented performance management system in municipal government in order that Council members and the public would have a full understanding of how such systems have developed and the manner in which an implementation of such a system could provide benefits to the City.

As most members of the Council may recall I described the desirability of a stat program in the FY08 budget and indicated that the creation of a plan to implement such a program would be a central responsibility of the Assistant to the City Manager who was hired in that budget. Over the course of the following two years the City at zero cost became active in a statewide MassStat effort with other municipalities and began developing our own base for a LowellStat program. However, a full rollout of the program was delayed by a focus on the FY09 and FY10 budgets and the subsequent loss of the Assistant position.

I truly appreciate the Council's recent vote to restore funding of the Assistant's position which will enable us to continue progress towards the stat effort as well as other management oriented efforts and greater effectiveness in overall operations. I also am very appreciative of the Council's vote to request this report on implementing a LowellStat program. I interpret the vote of the Council to be support for getting this project back on track towards full implementation.

The attached report and Councilor Murphy's description in filing this motion explain the value of using performance measurement data as a management tool. We routinely use data to drive many of our decisions though not as robustly as envisioned by a comprehensive performance measurement system.

I have also attached a column by Lowell Sun Editor Jim Campanini which was published on August 11, 2009 that recommends that municipalities follow the example of Springfield in utilizing data as a management tool to achieve cost effective operations. I am happy to say that Lowell was in the forefront of this effort by initiating our efforts in FY08. However, our effort to move forwards without fully dedicated staff and an allocation of appropriate resources did not allow us to realize implementation. Clearly, the Springfield Control Board with extraordinary legal and budgetary authority had more opportunities to institute this system and realize its benefits. Control Board's Executive Director, Stephen Lisauskas is quoted in the Campanini column as stating, *"For every \$1 we spend on collecting and analyzing data, we saved \$7 in government efficiencies."* These numbers are consistent with similar efforts in Baltimore and Somerville, as cited by Councilor Murphy in making the motion that requested the administration look to fully implement a LowellStat program.

While I have identified numerous areas in which the administration has produced revenues and reduced expenditures I remain convinced that implementation of a Stat program will wring further savings from our operations and provide a useful tool for conveying information on City operations to the City Council and the public.

Through the efforts of the former Assistant to the City Manager we were able to lay the groundwork for almost immediate implementation of a stat model. This has been made possible through the Assistant's efforts along with interns from the UMass Lowell RESD program and our active participation in the MassStat initiative that has been driven by several communities including Lowell and the UMass Boston Collins Center. Our efforts have also been recognized and supported by the Pioneer Institute which has worked on a similar stat initiative.

When fully applied each City department/function will be analyzed on certain hard data measurements including resource allocation and utilization (i.e. personnel time or finances) or input, and performance or outputs. The data is dynamic as it will be compared over time to other periods in order to determine trends and changes that could be positive or negative. Our work with other

communities also enables us to compare our data with other communities in order to determine "best practices" which could be put into place within the City. All of the data will be the focus of regular discussion and review by the senior management team in order to determine strengths and weaknesses that require modification of operations. Departments will be held to explaining the data and executing any required actions to impact deficiencies.

In the spring of 2009, the principal question for realizing a LowellStat program was the resources required to implement the program. To a very large extent our technology requirements for such a program are already in place as is our data collection. The challenge will be rolling out the program department by department with the required, or desired, metrics to be captured. Further, the data collected needs to be analyzed and researched, including operational modifications. Unfortunately, this is one of those areas of management capacity that is deficient within the City organization. Individual departments do not have analytical capabilities and the central administration within the City Managers and Finance Office are very much lacking in staff support in this area. A review of other municipal executive and finance offices indicates much stronger staffing.

For these reasons it is imperative that staff be designated to provide analysis and research to the Manager via the Assistant; or to the Chief Financial Officer in the preparation and implementation of the budget. While other communities, such as Somerville and Springfield have added upwards of four new positions to staff their Stat offices I believe a more restricted approach be utilized at the outset though subject to future modifications of expansion if deemed necessary, or elimination if deemed that the program is not fully beneficial.

I am proposing that the City create one Management Analyst position within the City Manager's office to create the Stat system and compile and analyze the resultant data. To this end I have submitted a proposal to the Council to establish the position within the Personnel Ordinance at an annual salary of \$40,000-\$60,000. I have attached a proposed position description. If created I intend to fund the position through the City Manager Contingency account.

I would propose to initiate the Stat program immediately and review its success and deficiencies in three years to determine whether it should be continued or abandoned. I do anticipate regular updates for the City Council pertaining to initiation and implementation. Beyond its benefit as a management tool the Stat program will prove very useful in developing a more performance oriented budget as recommended by the Government Finance Officer's Association

(GFOA). To this end the Council can be expected to see the data that results from the Stat system as a key part of future budgets though possibly not in time for FY11. As a side note I believe the GFOA recommended budget format should be used by the City Administration in developing and presenting the annual City budget however, it is necessary to have Council support for such an effort.

In closing, I do remain firm in my belief that a LowellStat effort will reap important dividends in managing with limited resources, delivering valued City services and informing the Council and citizenry regarding City operations and resource allocation. I appreciate the Council's support for such efforts and am prepared to answer any inquiries regarding this matter.

Attachments:

1. "CitiStat: A Management Tool for Accountability, Efficiency and Results" K. Vaillancourt
2. Data/Management Analyst Job Description
3. 08.11.09 Campanini, Lowell Sun, *"Taxpayers Not Unions Come First in Reforming Budgets"*

CITISTAT: A Management Tool for Accountability, Efficiency, and Results

Introduction: The concept of using a data collection and statistics model as an in-depth tool for public administration was conceived Martin O'Malley, shortly after he was elected mayor of Baltimore in 1999. At the time, the city was struggling with the rampant problem of absenteeism in its public works. Every day, on average, 1 in 7 city workers would fail to report for duty. This unscheduled absenteeism required other workers to recoup lost time and productivity, which produced high overtime cost, placing significant burdens on the city's finances.

To address this problem, Mayor O'Malley introduced a new data-driven system called a "CitiStat", which was used to track and analyze the daily activities of city departments. The inspiration for this model originated from the New York City Police Department's "CompStat" program, which monitored indicators and types of crime throughout the city.

O'Malley was able to view real-time data on overtime and sick leave, which provided the strategic information needed to formulate effective solutions to chronic absenteeism. In the program's first year, the city claimed \$6 million in savings from reducing overtime pay, while absenteeism was reduced by as much as 50% in some agencies.

The program was so successful in those initial years that it's now being used to manage all city programs and services. Since its inception, CitiStat has been adapted (or replicated) to the institutional structure and service needs of other U.S. cities. Washington D.C. has created "CapStat", while Washington State created the Government Management and Accountability Program (GMAP). In 2004, Somerville launched "SomerStat", and became the first city in Massachusetts to institute a "CitiStat" program into government management.

In 2004, Baltimore CitiStat was awarded the *Innovation in Government Award* from Harvard University

CitiStat Concept: A CitiStat is foremost a type of data-driven management tool, which uses performance measures generated by city agencies. Data can be analyzed to determine agency success rates, formulate goals and tasks, track costs and revenues, identify opportunities and anticipate problems.

CitiStat uses simple computer databases to track public policy challenges and government performance in the long term. The software uses most Microsoft Office programs, such as PowerPoint and Excel, as well as, common statistical software packages. The city of Lowell has a geographic information system (GIS) established, which can be a power tool for visual representation of data.

Cities benefit by reducing service time and increasing performance output, which results in cost savings. Baltimore was able to "accelerate trash collection, snow removal and response times to public requests and complains", which drastically increased time to complete other tasks.

The CitiStat approach makes the budget more manageable, ensures that resources are well quick adjustments and improves responsiveness.

CitiStat has given Baltimore the ability to enhance department cooperation, while establishing clear and concise goals with the help of real-time data. Confusion about what each department and/or individual must do to enhance job performance and accountability to the general public no longer exists.

"CitiStat was not created to assign blame; it was created to generate personal accountability for the City's challenges and focus efforts towards producing quick, effective results"

It's "an assessment tool for everyday management and long-term planning in government"

The Process: The CitiStat operational process can be broken down into three basic procedures, 1. Data processing & collection, 2. pivotal meetings & collaborations, and 3. follow-up & updates. The step chart below is an example of how SomerStat procedurally operates.

SomerStat analyzes data from administrative systems and prepares reports:

- Financial (Expenditures & Revenue) Data
- Service Operations Data
- Personnel Data



AT MEETING: Panel uses SomerStat's analysis to identify problems and opportunities.



SomerStat works with departments to investigate those problems and opportunities that have been identified.



AT MEETING: Panel discusses new analysis and agrees on plan.



SomerStat monitors implementation of plan going forward, updating at meetings.

Attending these particular meetings: the Mayor of Somerville, Chief of Staff, Finance Director, City Solicitor, Labor Attorney, CIO, SomerStat Director, Director of Constituent Services, SomerStat analyst, Personal Director and other Department Staff.

1. (Collection and processing): CitiStat analysts collect and store data that's been submitted from departments and gathered other sources. The team processes the data using statistic methods and then interprets the information through data analysis. During this process the stat team will be working with departments to achieve their goals.
2. (Preparations & Meeting): CitiStat techs will prepare materials with each department to determine goals/tasks and review ongoing projects. Materials are sent out to those participating in the meetings. During the meeting the team gives a presentation featuring, charts, graphs, notes, maps, and slide-shows and officials discuss the goals and plans.
3. (Follow-Up): A "relentless follow-up" process that involves updating existing materials and goals, while continuously reviewing the data. The stat team will aid departments with accomplishing their goals and continue to provide services regarding the implementation of recommendations from department meeting.

Types of Data & Important Features:

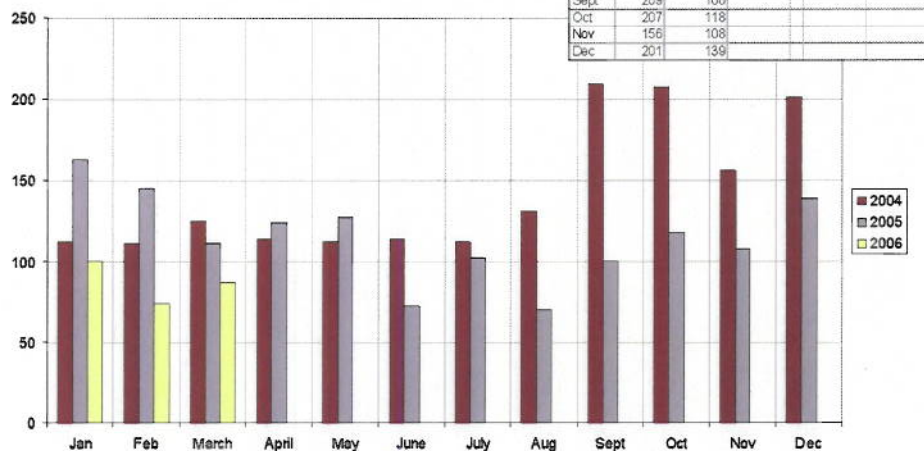
Personnel Data – The foundation for a stat program began with personnel data from individual departments within Baltimore. From tracking absenteeism, “CitiStat” expanded into collecting other types of personnel data as an efficient method of redirecting available resources and tasks. Collecting and analyzing personnel data also provides a means of determining department performance, including accomplished tasks, on-going projects, lapses and service delivery output to the general public.

Sub-categories of personnel data that are utilized in stat programs

- Unscheduled absences (sick leave, dismissals, failure to report for work)
- Scheduled absences (vacation, personal days, scheduled sick leave)
- Other (accidents, disciplinary issues, complaints, compensation, overtime)

10. Personnel Data – Benefit Days

Sick and Excused Days by Year and Month
January 2004 – March 2006



In chart 10, the number of unscheduled absences for all departments over a three year time period is displayed. The data indicates that in 2004, absences were higher between August and December. A task force meeting probably determined that the annual “flu season” was the cause of this spike. With the available data, the group was able to craft a solution to reduce absences during these specific months. The 2005 data indicates that absences were dramatically lower in 2004 during the same time period.

Resources (financial & material) – The next important set of data for city management regards financial and material resources. The purpose of linking the budget to personnel and performance data is to track revenue and costs related to department activities as a means of distributing and allocating resources in an efficient and transparent manner.

Sub-categories of resource data that are utilized in stat program

- Expenditures and revenues
- Equipment & Vehicles (used by Fire, Parks & Rec., Police, DPW)
- Output (the number of permits, citations, fees collected)

16. Trash – Increase Analysis

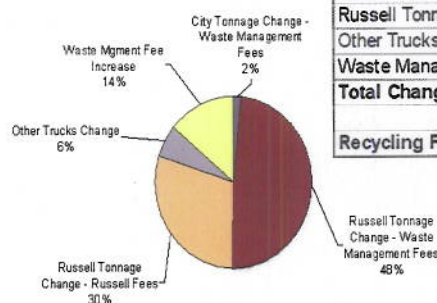
Analysis of Factors Causing Projected Waste Expense Increase

Average Monthly Volume Change				
	FY04	FY05	Difference	% Difference
City Tonnage	202	212	11	5%
Russell Tonnage	2,861	3,157	297	10%
Other Trucks	22,738	20,660	(2,078)	-9%
Recycling	350	363	13	4%
Price Change				
Waste Management	56.63	58.35	2	3%
Recycling Charge	16.665	17.667	1.002	6%

Note: New Waste Management fee charged Aug 1st, '04. New Recycling fee charged Jan 1, '05

Causes of Projected FY05 vs. FY04 Spending Increase

City Tonnage Change - Waste Management Fees	7,185
Russell Tonnage Change - Waste Management Fees	201,542
Russell Tonnage Change - Russell Fees	124,562
Other Trucks Change (Decrease in Volume)	24,933
Waste Management Fee Increase	57,939
Total Change	416,161
Recycling Fee Increase	7,012



In Chart 16, the Somerville stat team analyzed the output and costs the public works budget.

To accomplish the goal of linking the budget to performance measures, Somerville was aided by the *Rappaport Institute* (Kennedy School of Government) in formulating a performance based-budget. The Government Finance Officers Association (GFOA) also provides recommendations and demonstrations on creating a performance based-budget.

The department meetings formulated the following recommendations after reviewing the public works budget and output data:

1. Efforts to increase recycling and lower energy use through new Environmental Indicators meetings
2. A focus on better projections of energy use for FY06 and an effort to get consolidated, digital NSTAR bills
3. A requirement that homeowners requesting construction permits for work exceeding \$5,000 demonstrate where they will dispose of trash (rather than put it in City trash).
4. An analysis of Somerville's Waste Transfer Station.

Performance – This type of data relates to department output (or functionality) in relation to the overall service delivery model and emergency response. The basic purposes of these indicators are to measure and determine a department's timelessness, cost-effectiveness and efficiency when performing tasks, accomplishing goals, adapt to changes (intended or unintended), as well as, tack daily activates.

Sub-categories of performance data that could be utilized

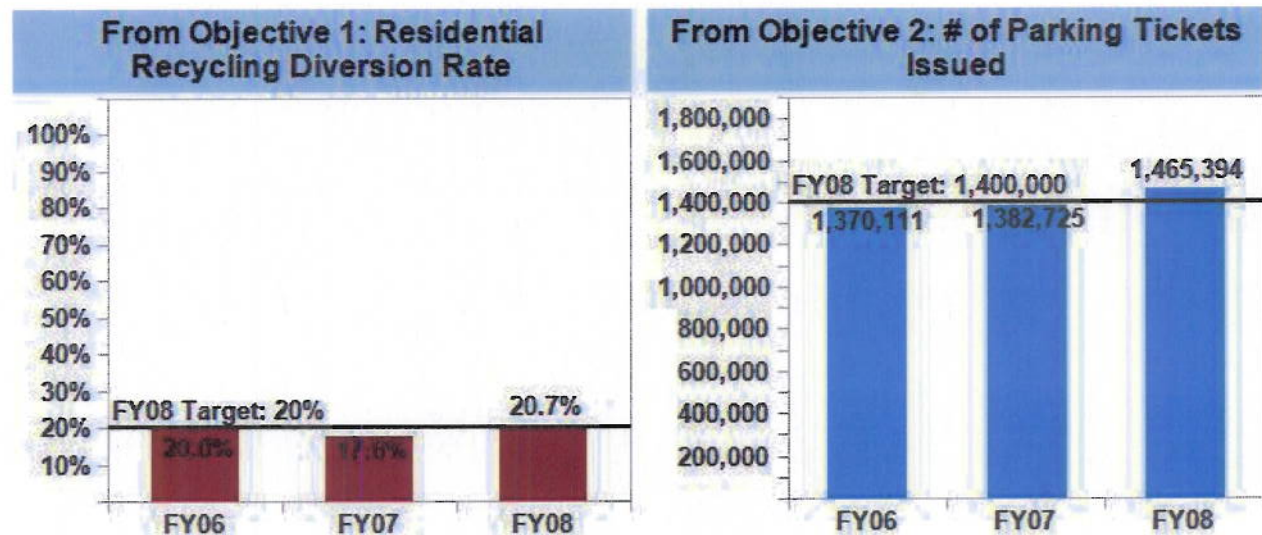
- a) Service delivery (pothole repair, other city repairs/clean-up, inspections, etc)
- b) Emergency response time and areas of deployment (police, EMS, fire)
- c) Individual department goals and tasks

Transportation Maintenance Performance Report

Chart 1: 12/15-12/28			
Sector	# Complaints	# Abated w/in 48 hrs	Abatement %
One	90	90	100%
Two	63	63	100%
Three	75	75	100%
Four	49	49	100%
Totals	277	277	100.0%

Chart 2: 12/15-12/28				
Sector	# of Crews	Crew Days	Total Holes Filled	Daily Average
One	1	9	534	59
Two	2	18	782	43
Three	2	18	901	50
Four	2	18	689	38
Totals	7	63	2,906	46

In chart 1, the city of Baltimore is tracking the performance of maintenance crews in their responsiveness to repairing pot-holes. The goal of “abated w/in 48 hrs” after a complaint is recorded was established as a goal for each sector. Abatement is at 100%, a perfect success rate. Chart 2 possesses additional information about the number of pot-holes reported and daily service output per sector and by number of crews.



The set of charts above comes from the Department of Public Works (DPW) of Washington D.C.’s CapStat Program. The chart on the left is titled, “overview of agency performance”. The chart below is titled, “Key Performance Indicators – Highlights”. Operating goals have been established for the DPW, and connected to the budget.

POSITION DESCRIPTION

Position Title: Data/Management Analyst

Position Description: The City of Lowell is seeking a Data/Management Analyst for the newly established LowellStat program. LowellStat is part of the City Manager's Office and provides analytical to the City Manager to help make Lowell a well-managed, transparent, and high-impact city government. LowellStat works with Police, Fire, Public Works, Inspectional Services, along with other departments, whose activities combined account for almost 90 percent of the City's direct services and spending and generate most of the City's service-related revenue.

The LowellStat Program assists the City Manager in oversight of City service delivery by using data and frequent accountability checks to monitor departmental performance and improve City operations. The Data/Management Analyst carries out the following activities:

- Briefs the Assistant to the City Manager daily on citywide problem areas or opportunities for improvement or innovation.
- Prepares for, convenes, and facilitates LowellStat meetings with department heads and key management staff.
- Monitors City departments in their service delivery, financial performance, and completion of projects and priorities established by departments and the City Manager.
- Secures personnel, financial, service, and operations data from administrative systems and external sources. Cleans, integrates, and analyzes data to develop recommendations.
- Serves as a resource to all Department Heads and will provide suggestions and solutions where applicable to provide positive financial effect.
- Continuously updates a database of LowellStat related tasks assigned to staff throughout the City, updating department heads and the City Manager on open tasks at least weekly.
- Directs and manages other staff and interns as assigned.

Additionally, the Data/Management Analyst assists the Chief Financial Officer in the preparation of a program/performance-based annual operating budget and conducts complex analytical projects such as budget analysis, labor contract projections and contract impact analysis in support of the City Manager and Chief Financial Officer. And, manages major new initiatives of the City Manager's Office as assigned.

Minimum Qualifications:

- Ability to provide polite yet firm direction to help the City Manager's Office resolve inter- and intra-departmental conflicts regarding strategy, policy, and operations.
- Ability and experience in managing projects amongst diverse stakeholders.
- Creativity, strategic thinking, problem solving, and leadership skills.
- At minimum, a master's degree in business, public policy, or another management or research-related field and four years work experience.
- Knowledge of data analysis and strong analytical, writing, and speaking skills.

Salary: \$40,000- \$60,000 per annum

Taxpayers, not unions, must come first in reforming budgets



JIM CAMPANINI

How can municipalities turn around their ailing budgets without relying on a handout from state government?

Most municipalities now operate as if they were a ward of the state. Any rise and fall in state aid determines the fiscal outlook.

The simplest way for a community to control its fiscal fate is to ever spend more than what it brings in in tax revenue, fees and state aid.

Is it that difficult?

A majority of politicians and municipal officials say it's impossible to achieve an economic balance with health care and pension costs rising at double-digit rates annually, plus the stubbornness of public employees unions to make concessions.

I say these are convenient excuses of failure. When officials think this way they place the deliverers of public services (union workers) first and the customers (taxpayers) last. This mindset must be reversed.

The full-time focus of municipal leaders must be on the business of government and how to make it operate cost-effectively for taxpayers.

Successful private companies find value in every product and service produced. They track workers' productivity and job performance. They set goals and measure results. They know the cost of the entire process and repeatedly strive for efficiencies that will lead to better products and more profits.

Can't government do the same — not to earn a profit but to mine value for taxpayers?

Does any municipality really know how many firefighters or police officers it needs on duty to provide a measurable level of public safety? Or how much it costs to fix a pothole? Or paint the inside of a school? Or dig a trench to fix a water leak?

Government officials audit the books for financial safekeeping, yet they rarely do a cost-benefit analysis of municipal services and the quality of the services rendered. In fact, government doesn't even know which workers — based on hard data — perform adequately and which ones are just kicking the tires. It's the main reason why constituents complain to politicians rather than to City Hall or Town Hall; voters hold politicians accountable for getting things done, yet there's no way to do the same with unelected municipal workers.

Without worker accountability, taxpayers get fleeced year in and year out. No one knows the return for the hard-earned tax dollars that flow into the public treasury.

Of the dozen government experts I've spoken to over the past several weeks, Stephen Liskauskas had the most to offer struggling communities intent on setting a new course toward fiscal sanity. Five years ago, the state sent Liskauskas to the debt-ridden city of Springfield, which had run up a \$41 mil-

lion deficit and was approaching insolvency. As director of the Springfield Finance Control Board (SFCB), Liskauskas' team implemented a business strategy with one key goal: build taxpayer value from the top down. On July 1, the SFCB, its work done, left Springfield with an astonishing \$39 million budget surplus.

Liskauskas said he had no special state powers to change union contracts or other financial obligations. All he did was change the culture of government.

Here are some of the reforms instituted in Springfield:

HEALTH INSURANCE: Supplied only active workers and dependents with paid city benefits. Joined state's General Insurance Commission. Shifted all retirees from city insurance to Medicare and Medicaid substitute. Audited health-insurance rolls to eliminate non-eligible recipients. Total cost savings amounted to \$96 million and hundreds of jobs were saved.

Liskauskas reported that negotiations with the city's 26 unions were arduous but "we stuck to our guns. We told them we will not execute a contract until everyone joins GIC, Medicare or Medicaid."

ESTABLISH 3-1-1 CENTER: Four employees staff a City Statistics Office that handles residents' complaints and tracks government performance. Staffers meet daily with department heads to discuss results and set performance goals. "For every \$1 we spent on collecting and analyzing data, we saved \$7 in government efficiencies," said Liskauskas.

LABOR RELATIONS: Created a new position for a professional labor negotiator to lead the Human Resources Department. "The job puts a labor expert at the head of the negotiating table for the taxpayers," said Liskauskas, "and removes politicians from dealing with union representatives they might know or feel pressure from." At least \$150,000 in outside legal fees have been saved, he said.

Liskauskas said most step increases have been removed from union contracts, including teachers, while a "performance-based compensation" package that rewards merit pay has been instituted. Millions of dollars have been saved, he said.

The number of workers' comp cases and 111F disability pensions have been greatly reduced by outsourcing them to an outside management firm.

REVENUE COLLECTIONS: Aggressively went after tax, trash and parking fine scofflaws, raising the rate of return to more than 90 percent in every category. "By managing performance, workers saved their salaries through improved collections," said Liskauskas.

In the end, Liskauskas said, "Government is not a business, but it has business functions. It can do things efficiently if it puts the taxpayer first."

Jim Campanini is *The Sun's* editor. Email comments to jcampanini@lowellsun.com.

COMMONWEALTH OF MASSACHUSETTS

CITY OF LOWELL

"A"

In City Council

ORDINANCE

An Ordinance creating a position of Data Management Analyst and establishing the salary therefor in the Office of the City Manager.

WHEREAS, this position would be responsible for collecting data and constructing statistical models to be utilized as an in-depth administrative tool; and

WHEREAS, such data-driven management tools have been successfully used to determine agency success rates, formulate goals and tasks, track costs and revenues, identify opportunities and anticipate problems; and

WHEREAS, it is anticipated that the creation of this position will reduce service time, increase performance output and ultimately result in significant cost savings for the City.

WHEREAS, the City Council by virtue of General Laws, Chapter 43, Section 5 has the right to reorganize the departments of the City of Lowell; and

WHEREAS, the voters of Massachusetts have adopted the Home Rule Amendment to the Constitution of Massachusetts (Amendment 89 of Article II of the Constitution of Massachusetts); and

WHEREAS, the City Council, by virtue of Massachusetts General Laws, Chapter 43, Section 105, has the authority to create and/or delete positions.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF LOWELL, as follows:

The Code of Ordinances City of Lowell, Massachusetts, hereinafter called the "Code", adopted by the City Council on December 23, 2008, as amended, is hereby further amended as follows:

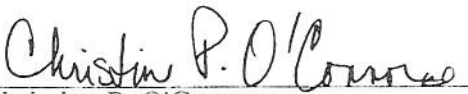
1. In accordance with Chapter 43, Section 105 Mass. General Laws, the following position and salary is created in the Office of the City Manager, effective upon passage:

One (1) Full Time Data Management Analyst (40 hours per week)
Annual Salary – \$40,000.00 - \$60,000.00

2. All provisions of the Code of the City of Lowell, as amended, which are not inconsistent with this Ordinance shall continue in effect, but all provisions of said Code inconsistent herewith are repealed.

3. This Ordinance shall take effect upon its passage in accordance with the provisions of Chapter 43 and 40A of the General Laws of the Commonwealth of Massachusetts.

APPROVED AS TO FORM:


Christine P. O'Connor
City Solicitor

Ordin/datamgmt

Bernard F. Lynch
City Manager

February 5, 2010

Ms. Sheila M. Hallissy
5 Boylston Lane
Lowell MA 01852

RE: Your Resignation Letter

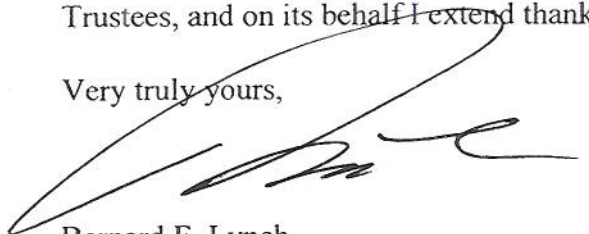
Dear Ms. Hallissy:

This letter acknowledges receipt of your letter in which you resign from the Library Board of Trustees effective March 7, 2010. Your resignation is accepted.

I am filing your resignation and this acceptance thereof with the City Clerk, as required by law, and also forwarding copies as a "communication" to the City Council.

The City of Lowell appreciates your years of service as a member of the Library Board of Trustees, and on its behalf I extend thanks.

Very truly yours,


Bernard F. Lynch
City Manager

cc: City Clerk
City Auditor
Human Relations Manager
Library-Board of Trustees

City Council
City Treasurer
MIS

Sheila M. Hallissy
5 Boylston Lane
Lowell, Massachusetts 01852

January 28, 2010

Dear City Manager Lynch,

My current term as a member of the Pollard Memorial Library Board of Trustees expires on March 7, 2010. I do not intend to reapply for this position and will attend my last meeting on March 3.

It has been my great pleasure to serve on the board since the summer of 1996. I have served with dozens of generous and civic-minded lovers of the library. I will continue to support this centerpiece of Lowell history and culture.

Thank you for your continued support of the Pollard.

Sincerely,

A handwritten signature in cursive script that reads "Sheila M. Hallissy". The signature is written in dark ink and is positioned above the printed name.

Sheila M. Hallissy